[redacted]

1 December 1977

Shields' Version of Dr. Mark's Philosophy in Organizing and Running the NRO.

- Work with Program Managers, acting as a Board of Directors, in formulating NRO policy, plans, and top-level program.
- Get out to Program Offices monthly and keep them informed about Washington happenings.
- Move Program A closer to the Air Force, so that the Air Force corporately will develop a feeling of involvement with and sharing in the NRO.
- Aggregate the Staff into fewer elements in order to enhance the prestige of the deputy directors and, thus, attract very able and promising people.
- Consolidate and eliminate staff functions with a view to helping the manning problem in the Secretariat.
- Consider possible evolution of the Staff into another form, e.g., Air Force, ASD ($C^3I$), IC Staff.

[redacted]



[redacted]

CONTROL NO Internal
COPY ___ OF ___ COPIES
PAGE 1 OF 1 PAGES